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Central Intelligence Agency

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Washington, D.C. 20505

DDPC 0265-91  
15 May 1991MEMORANDUM FOR: The Honorable Robert M. Gates  
Director of Central Intelligence-Designate

SUBJECT: CIA Strategic Planning Papers

*Bob —*

1. These papers have been shared with the SSCI and HPSCI Staff Directors. You may want to scan them so that you can say that you are aware of them if you are asked. You will want to know more about this process, and affect it, after you are confirmed. The staffs on the Hill were impressed that the Agency has so explicit a process and by the quality of the effort.

2. You will find interesting the scenarios for the future that are laid out in the task force reports. Not all of the Task Force recommendations were accepted by the EXCOM, and not all of those accepted will be affordable as proposed. Implementation teams are sorting out such matters right now.

3. I have included the Planning Register to show how the 1990 strategic planning process has been sustained by follow-up groups and to illustrate the broad scope of other such activities now taking place throughout the Agency.

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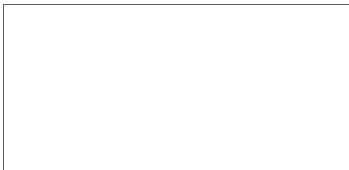
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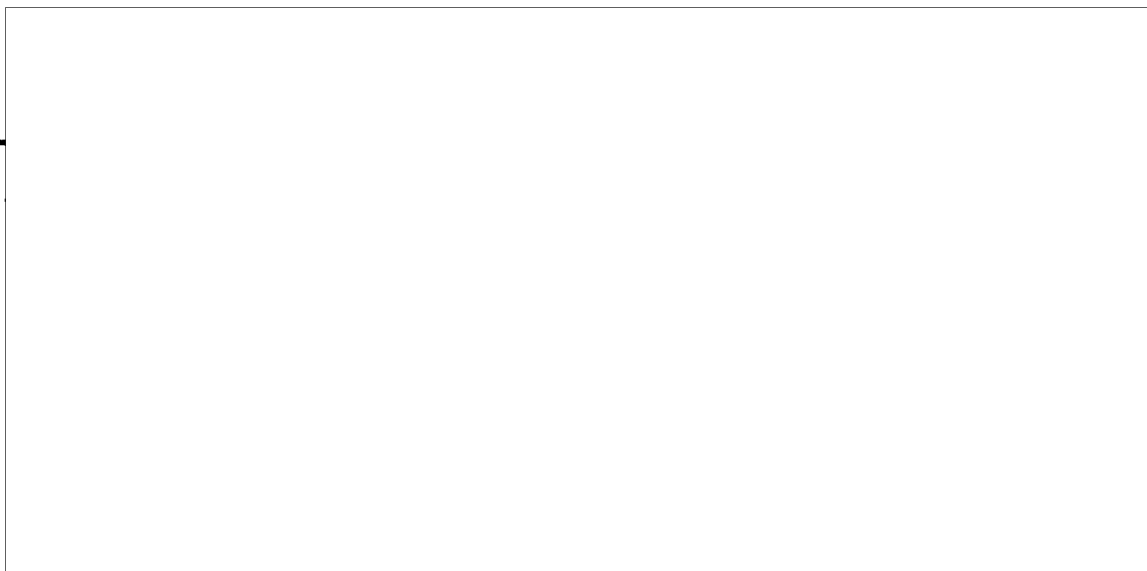
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4. The "Documenting Change" paper also provides good examples of the way the Agency routinely adjusts its resources and structure. In March, the Judge shared it with the President, and last week sent it to the Committee staff directors.

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**Deputy Director for Planning and Coordination**

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